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Santiago network resource mobilization strategy 2026-2028

Summary

The document outlines a draft resource mobilization strategy 2026-2028 for the Advisory Board's consideration.

At its first meeting, the Advisory Board approved the Santiago network work programme, which includes Activity 19, stipulating that the Santiago network Secretariat is "to develop a resource mobilization strategy, under the guidance of the Advisory Board and aligned with the Santiago network strategy, that will outline how the secretariat will engage donors that made pledges for the operation of the Santiago network, and broaden resource channels as well as coordinating with Member States and other donors for mobilizing and effectively utilizing resources."

Building on Advisory Board feedback on an annotated outline of the resource mobilization strategy at SNAB 3, and comments on the zero draft received since SNAB 4, the Secretariat has further developed the resource mobilization strategy to set out: (1) Approach to resource mobilization and funding goals; (2) Funding sources and contributor outreach; (3) Terms of contributions; and (4) Monitoring, risk management and sustainability.

The main updates to the draft since SNAB4 include aligning with the draft Santiago network strategy, restructuring and streamlining to more clearly the present strategy content, embedding a phased approach to resource mobilization, establishing key stakeholders' responsibilities, addressing feedback on resourcing targets, clarifying pooled fund principles, and greater emphasis on the need to engage diverse funding sources.

The resource mobilization strategy has been developed in alignment with the draft Santiago network strategy, Santiago network communications strategy, and the outreach and engagement strategy, as mutually reinforcing components of the Santiago network's emerging strategic framework.

Table of Contents

Background	3
Annex I: Santiago network resource mobilization strategy 2026-2028	6
1. Purpose and scope	6
2. Objectives	6
3. Principles	7
4. Approach to resource mobilization and funding goals	7
4.1. Resource mobilization approach	7
4.2. Funding goals	8
5. Funding sources and contributor outreach	9
5.1. Funding sources	9
5.2. Contributor outreach	10
6. Terms of contributions	11
7. Monitoring, risk management and sustainability	13
7.1. Monitoring	13
7.2. Risk management	13
7.3. Sustainability and long-term planning	13

Background

1. The Santiago network was established in December 2019¹, as part of the Warsaw International Mechanism (WIM) for Loss and Damage associated with Climate Change Impacts, with the mandate to catalyze technical assistance of relevant organizations, bodies, networks and experts (OBNEs) for the implementation of relevant approaches for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change at the local, national and regional level in developing countries that are particularly vulnerable to the adverse effects of climate change.
2. At COP 28 and CMA 5, in December 2023, the United Nations Office for Disaster Risk Reduction (UNDRR) and the United Nations Office for Project Services (UNOPS) were selected as the co-hosts of the Santiago network Secretariat. The current co-hosting arrangement is for the term of March 2024 to March 2029.
3. Simultaneously, in addition to USD 7.2 million in Spanish and US government funding the Santiago network has received via UNFCCC, contributing countries have pledged approximately USD 40 million in contributions to the Santiago network. Since then, the financial resourcing of the loss and damage discussion has gained significant momentum.
4. As outlined in the first Santiago network work programme, approved by the Advisory Board in March 2024, the Secretariat will “develop a resource mobilization strategy, under the guidance of the Advisory Board and align it with the Santiago network strategy 2026-2028, that will outline how the secretariat will engage donors that made pledges for the operation of the Santiago network, and broaden resource channels as well as coordinating with Member States and other donors for mobilizing and effectively utilizing resources².”
5. Relevant decisions setting the parameters of the resource mobilization strategy include:
 - a. Paragraph 67 of decision 1/CMA.3, in which it was decided that the Santiago network will be provided with funds to support technical assistance for the implementation of relevant approaches to avert, minimize and address loss and damage associated with the adverse effects of climate change in developing countries in support of the functions set out in paragraph 9 of decision 19/CMA.3.
 - b. Paragraph 70 of decision 1/CMA.3, which urged developed country Parties to provide funds for the operation of the Santiago network and for the provision of technical assistance as set out in paragraph 67 of the same decision.
 - c. Paragraph 6 of decision 12/CMA.4, endorsed by decision 11/CP.27, which encouraged others to provide support for the operation of the Santiago network and for the provision of technical assistance under the network.

¹ Decision 2/CMA.2, noted in decision 2/CP.25.

² Activity 19 in Santiago network work programme, approved by the Advisory Board in March 2024.

- d. Annex I to decision 12/CMA.4 paragraph 20, which requires the Santiago network Secretariat to commission an independent review of the performance of the Santiago network, including, inter alia, sustainability and sources of funding, and adequacy of funding levels relative to technical assistance requests.
6. *Status of contributions to the Santiago network.* As of 31 August 2025, the Santiago network is currently at a funding level of USD 40.6 million. Seven contribution agreements, with Austria (BMK), the European Union (CLIMA), Ireland (DFA), Ireland (DECC), Germany (BMZ), Luxembourg and Switzerland (SDC), have now been signed, in addition to the initial funding provided, through UNFCCC, from Spain and the United States. Discussions on contributions agreements with Denmark and the United Kingdom are ongoing.
7. The initial resource mobilization efforts of the Santiago network Secretariat have focused on converting pledges from COP27 into signed contribution agreements, as described above. Current contribution agreements are subject to varying end dates, with the first agreement to expire on 31 October 2026 and the last ones to expire on 31 December 2028. All current contribution agreements fall within the initial term of hosting arrangements.
8. The expected adoption of the Santiago network strategy, alongside its thematic strategies, represents a pivotal milestone for the network. This development will mark a turning point for resource mobilization, as it will clarify the network's vision, value proposition, and role within the wider loss and damage landscape, setting the stage to improve understanding of technical assistance needs, priorities and demand, and build an operational track record of delivery, results and impact.
9. *Revisions to the draft resource mobilization strategy since SNAB4.* At its third meeting, the Advisory Board discussed an annotated outline of the resource mobilization strategy (as contained in document SNAB/2024/3/12) and requested the Secretariat to further develop the strategy, taking into account the comments and suggestions made at its third meeting.
10. The Secretariat presented a zero draft of the resource mobilization strategy at SNAB4, and received feedback in-session and during a written comment period up to 6 May 2025. At SNAB4 the Advisory Board requested the Secretariat to further develop the Santiago network strategy, the final draft of which is being presented for consideration and approval at SNAB5. In accordance with the work programme 2024-2025, the resource mobilization strategy is to be developed in alignment with the Santiago network strategy. Accordingly, development of the resource mobilization strategy since SNAB4 has focused on:
 - a. **Strategic Alignment:** Aligned with the draft Santiago network strategy, including its vision, value proposition, and phased approach to resource mobilization. Linkages with the Communications Strategy and the Outreach and Engagement Strategy, which address brand identity, messaging, and engagement with target groups and stakeholders, are leveraged to support resource mobilization.

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- b. **Structure and Clarity:** Reorganized to present the four main parts of the strategy more clearly, streamline duplicative/background content, and move activity-level detail to the work programme. Improved consistency of terminology throughout.
 - c. **Objectives and principles:** New sections on objectives and principles have been included to guide and provide a foundation for resource mobilization activities.
 - d. **Governance and responsibilities³:** Introduced clearer governance provisions in resource mobilization and emphasis on coordination with related initiatives.
11. *Proposed action by the Advisory Board.* It is proposed the Advisory Board considers the resource mobilization strategy for adoption at SNAB 5.

³ Director TOR details - 'Leads the development and implementation of a resource mobilization strategy, under the guidance of the Advisory Board, for the Santiago network to secure long-term, sustainable financing for the technical assistance into the developing countries particularly vulnerable to the adverse impacts of climate change and the operations of the network.'

Annex I: Santiago network resource mobilization strategy 2026-2028

1. Purpose and scope

1. The purpose of the Santiago network resource mobilization strategy is to create ongoing, predictable, adequate and sustainable funding streams for the Santiago network to deliver on its mission, vision and value proposition of connecting developing countries and communities with the timely, demand-driven and tailored technical assistance, knowledge and support they need to drive needs-based action on loss and damage.
2. The strategy sets out the objectives and principles guiding resource mobilization efforts to support the delivery of Santiago Network's mission, vision, and strategic priorities for 2026-2028, in line with the timeframe of the draft Santiago network strategy. It also presents a resource mobilization framework covering the following areas:
 - a. Approach to resource mobilization and funding goals
 - b. Funding sources and contributor outreach
 - c. Terms of contributions
 - d. Monitoring, risk management, and sustainability

2. Objectives

3. The objectives of the Santiago network resource mobilization strategy are to secure sustainable and diversified resources, foster trust and partnerships, and align funding with the network's phase of scaling, delivery and rapid learning. Specifically:
 - a. **Secure adequate and sustainable resources:** ensure the Santiago network has sustainable, reliable, and sufficient financial resources to deliver on its mission, vision and strategic priorities.
 - b. **Diversify funding sources:** mobilize resources from a wide range of contributors, including Parties, multilateral funds, bilateral donors, the private sector, and innovative finance sources.
 - c. **Promote transparency and accountability:** establish clear management, reporting and monitoring mechanisms to build trust among contributors and stakeholders, and demonstrate the effective use of resources.
 - d. **Phased approach to scaling:** align resource mobilization with the network's scaling trajectory, ensuring resources are matched to evolving needs, increasing demand, and progressive expansion of activities.

- e. **Promote predictable resource planning:** ensure resource mobilization modalities and contributions management arrangements allow for predictable resource planning for technical assistance and operations.

3. Principles

- 4. The Santiago network resource mobilization strategy is guided by core principles that provide a foundation for achieving the above objectives. These principles ensure resources are secured and deployed effectively, while reinforcing trust, accountability, and alignment with strategic priorities:
 - a. **Alignment with strategic priorities:** resource mobilization efforts will be guided by the Santiago network strategy, ensuring that funding supports the network's mission, vision, value proposition, and strategic priorities.
 - b. **Sustainability and diversification of funding sources:** Resources are mobilized from a broad spectrum of sources, including public, private, multilateral, and innovative sources, to provide stable, long-term support for ongoing and planned activities.
 - c. **Demand-driven approach:** resource mobilization efforts will be guided by the needs and priorities of developing countries and communities, as well as projected levels of demand.
 - d. **Transparency and accountability:** All resource mobilization efforts will adhere to high standards of transparency, reporting, and accountability.
 - e. **Adaptability and learning:** Resource mobilization strategies will be flexible, allowing adjustments based on lessons learned, evolving needs, and emerging funding opportunities.

4. Approach to resource mobilization and funding goals

4.1. Resource mobilization approach

- 5. The Santiago network is characterized by its demand-driven approach to technical assistance. Accordingly, a key principle of this strategy is that resource mobilization should respond to the needs and demand from developing countries, while supporting their capacity to translate identified needs into actionable requests for assistance.
- 6. As set out in the draft Santiago network strategy for 2026-2028, since 2019 the Santiago network has taken critical steps to become fully operational, and is now set to enter a phase of scaling, delivery and learning. Taking account of Santiago network's current funding position, and the importance of work to better understand needs, barriers to access and demand for technical assistance, the draft resource mobilization strategy embeds a phased approach for 2026-2028:

- a. An immediate focus on establishing Santiago network's resource mobilization approach, identifying a range of funding sources, settling arrangements related to contributions, and contributor engagement, including to realize current pledges and engage contributors in operational progress and results;
 - b. Establishing a clear path for longer-term resource mobilization, including setting funding targets based on demand-driven resourcing scenarios, launching fundraising campaigns, examining possibilities for broadening resource channels including through institutional partnerships and other finance sources such as the private sector and innovative finance instruments, and embedding arrangements for regular contributor engagement.
7. In line with the proposed phased approach, identifying fit-for-purpose modalities for resource mobilization will enable the Santiago network to actively mobilize resources, drawing on operational experience and the evolving knowledge of needs, barriers, opportunities, and demand generated by the network. Options for Advisory Board consideration are.
 - a. Align consolidated resource mobilization efforts with pre-determined cycles to enhance visibility and planning for potential contributors, e.g., 3- to 5-year periods;
 - b. Deploy structured resource mobilization campaigns based on the network's value proposition and showcasing results from operations;
 - c. Structure resource mobilization based on rolling future (e.g. 3-year) projections of demand, allowing for sustained resourcing of operations;
 - d. Organize and host contribution conferences, including virtual events, for existing and potential contributors, followed by pledging events aligned with the above cycle, one year prior to its conclusion;
 - e. Conduct bilateral engagement with contributors and potential contributors on an ongoing basis.

4.2. Funding goals

8. The Santiago network will develop funding goals for resource mobilization taking into account its current funding situation and pledges, planned work to analyse needs, priorities and demand from developing countries and communities, and projected technical assistance and administrative budget needs.⁴ The Santiago network Secretariat will develop projections of demand and resourcing scenarios to inform further consideration of funding goals by the Advisory Board.

⁴ Paragraph 45 of Annex to decision 6/CMA.5 indicates that the initial term of the MOU between the UNFCCC, UNDRR and UNOPS regarding the hosting of the Santiago network secretariat shall be five years from its entry into force, with five year renewal periods, if so decided by the governing body or bodies and UNDRR and UNOPS.

9. The Santiago network's initial resource mobilization efforts will be aligned with the timeframe of its first Santiago network strategy, aiming to secure resources for the 2026-2028 period, as well as for future cycles. Over this period, the Secretariat will closely monitor commitment levels against current contributions and carry out ongoing resource mobilization efforts, as it develops the forward-looking projection of identified needs and actual and projected demand for technical assistance and associated resourcing requirements.

5. Funding sources and contributor outreach

5.1. Funding sources

10. Decision 12.CMA.4 "urges developed country Parties to provide funds for the operation of the Santiago network and for the provision of technical assistance;" and also "encourages others to provide support for the operation of the Santiago network and technical assistance." In consideration of this, the network is expected to receive funds from developed countries and from others encouraged to provide support, including:
 - a. Governments - individual, bilateral government contributions, resulting in agreements between UNOPS on behalf of the Santiago network Secretariat and respective ministries or other relevant government entities at the national or sub-national level All current contributions and pledges fall under this category.
 - b. Philanthropies and non-profits - non-state actors that are working on the loss & damage associated with the adverse effects of climate change, such as philanthropies, NGOs, foundations, and academic institutions. These are subject to a tailor-made approach and risk management framework.
 - c. Multilateral partners - contributions where stakeholders have combined their resources for specific purposes; this may include UN entities, development banks, and inter- and supranational organizations.
 - d. Private sector - private sector entities have shown increasing interest in funding loss & damage activities; engaging the private sector is subject to a tailor-made approach and risk management framework.
 - e. High net worth individuals - in recent years, high net worth individuals have increasingly engaged in environmental impact work.

5.2. Contributor outreach

11. **Segmentation of contributors.** Given the various natures of potential contributors, their different interests in the loss and damage field and their capabilities, a segmentation or grouping of the types of contributors identified by a mapping exercise is required.

Contributors can also be categorized by value, priority, estimated contribution turnaround, and other factors.

12. **Co-financing of technical assistance.** In line with its guidelines and procedures for responding to requests for technical assistance, the Santiago network may catalyze and match requests for technical assistance receiving co-financing. In these cases funding may be provided by a Member, request proponent, or an external source. For requests receiving co-financing, the Santiago network Secretariat will play a catalytic role to support this type of funding and will track and report catalyzed co-financing. For avoidance of doubt, co-financing is not a requirement but rather a under the guidelines.
13. **Plan for identifying and approaching financial sources.** A stated objective of the resource mobilization strategy is to broaden resource channels. For this, contributors and stakeholder mapping will be conducted as per the methodology currently under development. Each type of contributor demands a distinct approach, is subject to unique political sensitivities and requires a unique risk management approach. Aligned with the Santiago network Strategy and complementing the Outreach and engagement strategy, specific resource mobilization outreach activities will be identified as part of the work planning process, to nurture existing relationships and to engage new potential contributors.
14. **Complementarity with different funding channels.** A significant number of stakeholders and initiatives operate in the loss and damage landscape. Decision 1/CP.20 Annex II on funding arrangements states that the “Santiago network and its members should contribute to (...) coherence by aligning technical assistance catalysed under the network with efforts to build capacity and support the programmatic approaches of the Fund and the funding arrangements, as appropriate”. Funding received by the Santiago network is therefore also expected to enhance the effectiveness of the broader funding arrangements ecosystem.
15. In its resource mobilization efforts, the Santiago network Secretariat ensures that activities complement other initiatives rather than compete with them. In order to assess different funding channels and areas of complementarity, the Secretariat will:
 - a. Identify and map other actors in the loss and damage landscape;
 - b. Ensure proper and adequate coordination with other actors, including the FRLD;
 - c. Communicate complementary roles to developing countries to enhance understanding of complementary roles and simplify access.
16. A detailed plan for identifying and approaching financial sources as well as the complementarity with different funding channels will be developed following adoption of the strategy and considered as part of the Santiago network work planning.

6. Terms of contributions

17. **Pool funding.** In accordance with Section III, paragraph 9 of the Santiago network managing funding guidelines, contributions to the Santiago network will be pooled, rather than earmarked, to ensure management effectiveness and efficiency and ensure synergies between contributions.
18. The following principles are applied to pooled funds:
 - a. Funds are pooled together and form the basis for annual Advisory Board-approved budgets; currently, no funds are earmarked (i.e. for specific countries or technical areas);
 - b. Contributors receive one unified report on the use of funds;
 - c. Audits are conducted on the entirety of the contributions in line with the UN single audit principle;
 - d. Mid-term and potential ad hoc evaluations are coordinated by the Secretariat, under the guidance of the Advisory Board and with input from donors.
19. **Types of contributions.** To ensure flexibility during the initial stage of Santiago network operations, contributors may be invited to engage the Santiago network through various approaches:
 - a. Contribution agreement installments - contributors provide funding to the Santiago network based on an agreed-upon annual installment basis.
 - b. Ad-hoc contributions - contributors make contributions at any time, either which may follow an announced pledge or be provided directly.
 - c. One-time contributions - contributors make one-off contributions to the Santiago network.
 - d. Co-financing of administrative needs - contributors co-finance specific admin needs -e.g. office rental/equipment for the Santiago network Secretariat.
 - e. Combination of the above - contributors provide the Santiago network with a combination of the above approaches; this often comes in the form of regular contributions and co-financing of admin needs.
20. The Santiago network Secretariat will develop an engagement approach and a fund management system to capture and monitor the various types of contributions. This will be accomplished through databases and the co-host Projects fund management platform.

21. **Contributions agreements.** Santiago network financial resources are legally secured through contribution agreements, managed in line with relevant co-host rules, regulations and policies⁵. Key features are uniform amongst all agreements:
- a. Contribution agreements for the Santiago network will be signed between the contributors and UNOPS, on behalf of the Santiago network Secretariat;
 - b. To ensure the coherence of various contributions, the UNOPS contribution agreement template is the default;
 - c. As per the Santiago network guidelines for managing funding, contributions to the Santiago network will be pooled, rather than earmarked, to ensure management effectiveness and efficiency and ensure synergies between contributions.
 - d. Donor-specific requirements are included under Special Conditions.
22. **Timing and funding cycle.** The initial term of the Memorandum of Understanding between the UNFCCC, UNDRR and UNOPS regarding the hosting of the Santiago network Secretariat is five years from its entry into force, with five-year renewal periods, if so decided by the Santiago network's governing body and UNDRR and UNOPS⁶. The Santiago network will ensure appropriate legal arrangements are in place to secure its ability to manage resources beyond the current MOU cycle, including agreements with contributors with terms that extend beyond the current Memorandum of Understanding term.
23. **Cashflow.** While UNOPS, on behalf of the Santiago network Secretariat and in line with approved budgets, can engage in procurement, grants and HR activities based on contributions, it has to be ensured that the Santiago network has sufficient cash on the books to operate the Secretariat and implement technical assistance activities.
24. While other approaches will have to be managed as applicable, the predominant model is based on contributor installments, whereby a donor disburses cash to UNOPS on behalf of the Santiago network Secretariat on an annual basis - on average, three times per contribution agreement.
25. The installment cycle in the contribution agreements for funds managed by UNOPS on behalf of the Santiago network Secretariat is aligned with the UNOPS annual certified reporting period, i.e. at the end of Q2 of each calendar year.

7. Monitoring, risk management and sustainability

⁵ For the current implementation period, the funds will be managed in line with UNOPS rules and regulations

⁶ Annex to decision 6/CMA.5 paragraph 45.

7.1. Monitoring

26. The implementation of the resource mobilization strategy will be monitored diligently through Secretariat and co-host tracking tools, as well as through activity reports to the Advisory Board.
27. As per paragraph 38 of decision 6/CMA.5 and endorsed in 2/CP.28, the 'Santiago network shall commission one independent review of the performance of the network, including sustainability and sources of funding, adequacy of funding levels...'. This mandates that the performance on the implementation of this resource mobilization strategy is an integral part of such review.

7.2. Risk management

28. A risk matrix identifying resource mobilization risks based on their probability/likelihood, potential impact, and mitigation measures will be developed. The risk matrix will help the Santiago network Secretariat in systematically identifying, analyzing, and responding to potential resource mobilization risks, ensuring a proactive approach to risk management. Risks and mitigation measures will be periodically reported to the Advisory Board as part of the Santiago network's overall risk matrix.
29. Relevant budgets are managed in USD. Foreign exchange risk management. The majority of SN contributions are currently in EUR. Therefore, a risk management approach, taking into account currency fluctuations (also aligned with donor mapping) is being developed.

7.3. Sustainability and long-term planning

30. Aligned with section 4.2 of the Santiago network strategy, the Secretariat aims to establish adequate and predictable funding, mobilize early investment in core operations, and reach a steady level of investment in Santiago network Member engagement. While the immediate focus is on establishing the resource mobilization approach, methodology and policy framework, the mid-term goal is to establish a clear path for longer-term resource mobilization, including setting funding targets based on demand-driven resourcing scenarios. Adequate flexibility will be embedded into the resource mobilization approaches in order to respond to an ever-changing environment.
31. Relationship-building will be a major aspect of implementing the resource mobilization strategy in order to ensure complementarity with other efforts in the loss and damage landscape. Ongoing and evolving engagement with the FRLD, participation in relevant events, mapping exercises, and networking will all contribute to strengthening the Santiago network's positioning.
32. The Santiago network resource mobilization strategy provides a critical foundation for positioning the network for its next chapter of scaling, delivery, and rapid learning. By securing sustainable and diversified resources, the strategy enables the network to support

the empowerment of developing countries and communities, ensuring they have the means to shape and implement effective action on loss and damage. Through its implementation, the network can enhance its impact, strengthen partnerships, and contribute to a more resilient and responsive funding ecosystem.